

**COUNTRY
LEADERSHIP
PROGRAM**

→ **for
Health System
Change**

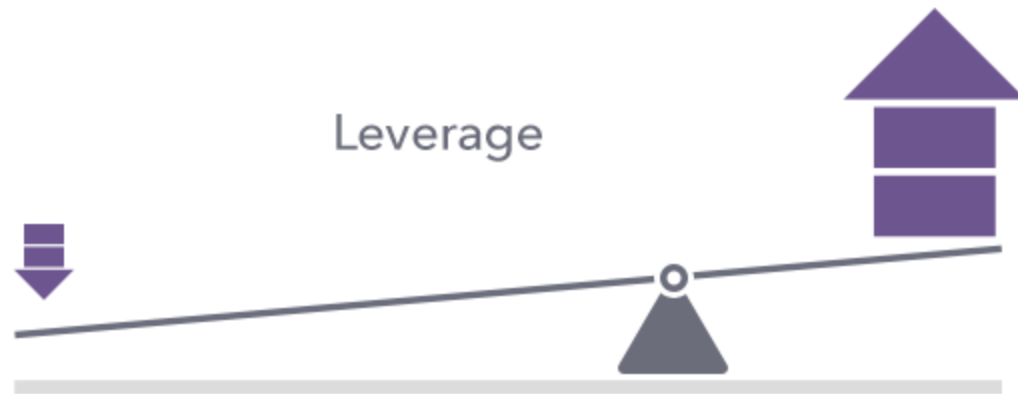


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IMPACT POINTS



STEP 4

COUNTRY LEADERSHIP PROGRAM

GFF CLP Toolbox for Action

Key Actions

Instructions

- ▶ After developing the DSRP model and reflecting on Integrated Governance, **identify 2 or 3 key "impact" points** – those which will have a greater systemic impact following your leadership intervention.

These could become the **priorities** of your transformative leadership agenda moving forward.

In a few words, describe your 3 impact points:

	1	2	3
IMPACT POINTS			
KEY NEXT ACTIONS ENVISAGED			
KEY ACTORS			

COUNTRY LEADERSHIP PROGRAM

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Transformative Leadership

With Professor Dr Peter Merry



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UBIQUITY
UNIVERSITY



Each systemic risk domain holds the potential to greatly impact the Earth requiring unprecedented collaboration. This is our collective Threshold.

NATURAL
DISASTERS

FOOD

WATER

CLIMATE
CHANGE

POVERTY

ECONOMY

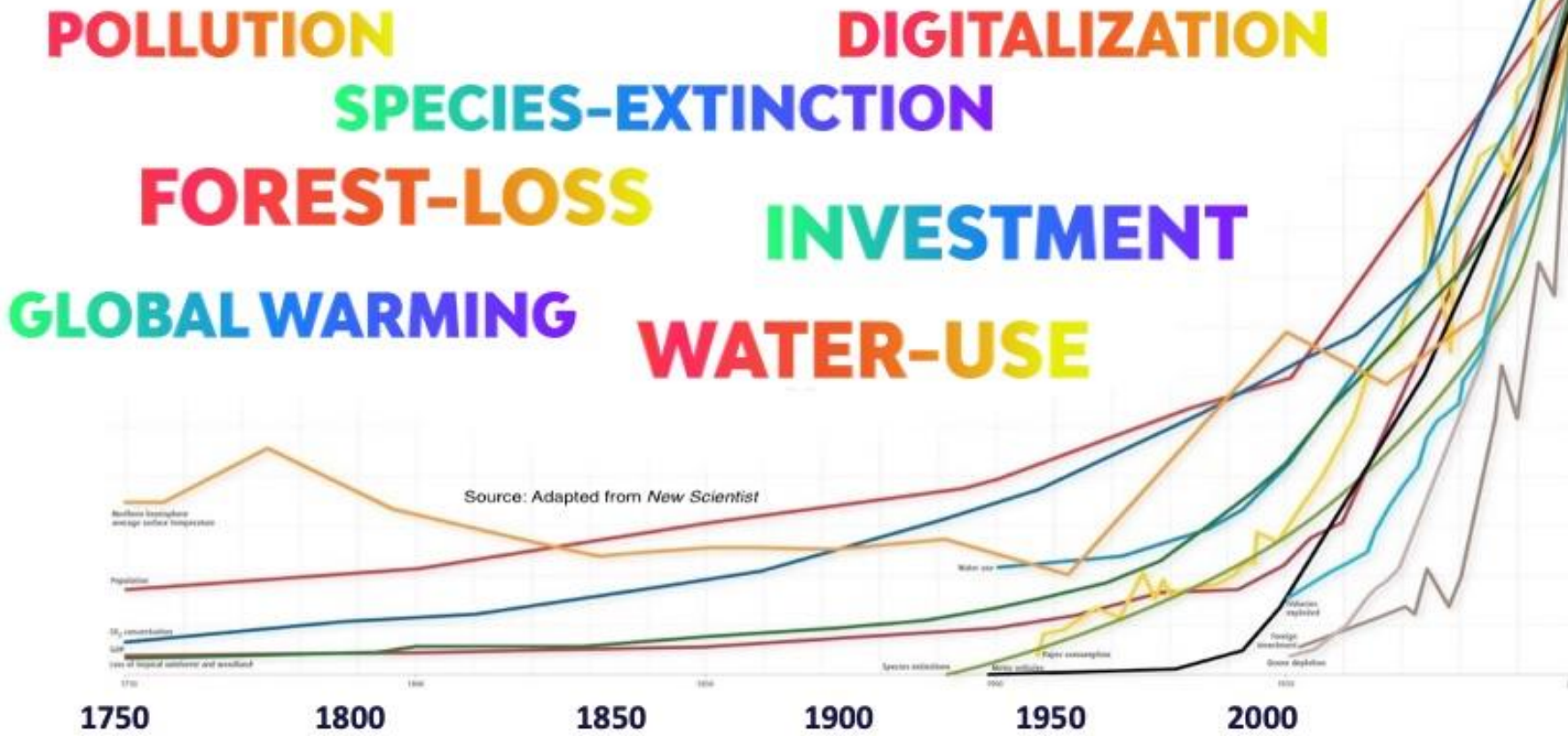
WEAPONS MASS
DESTRUCTION

PANDEMICS

HEALTH
CARE

TERRORISM

A hyper-complex world

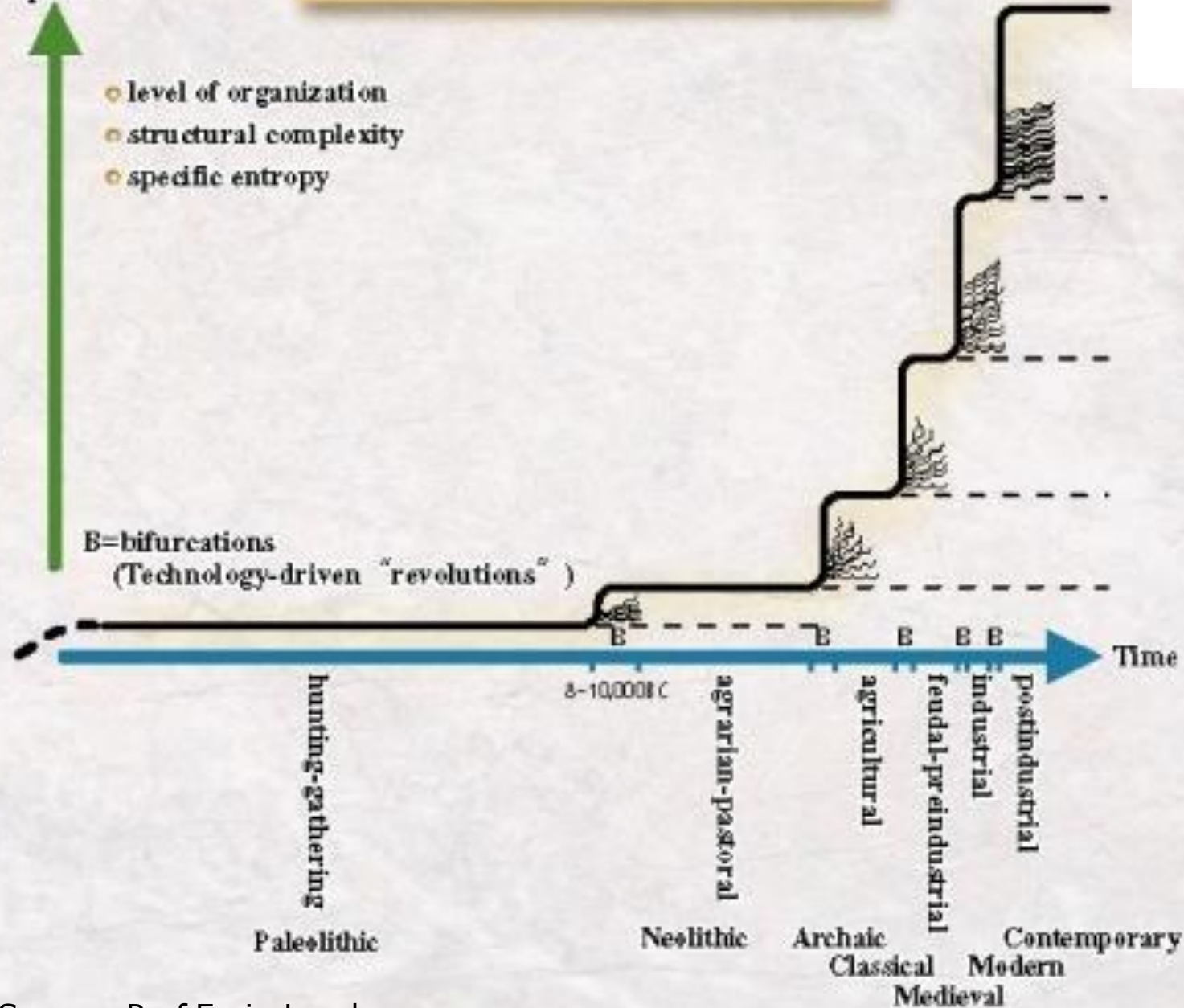


Territorial Spread

Human Sociotechnological Evolution

- level of organization
- structural complexity
- specific entropy

B=bifurcations
(Technology-driven "revolutions")



Source: Prof Ervin Laszlo

We live in a VUCA world with “wicked” challenges

VOLATILITY

Changes occur much more often than before and require continuous analysis and evaluation.

UNCERTAINTY

We are not able to unambiguously predict and prioritise factors that may influence the situation.

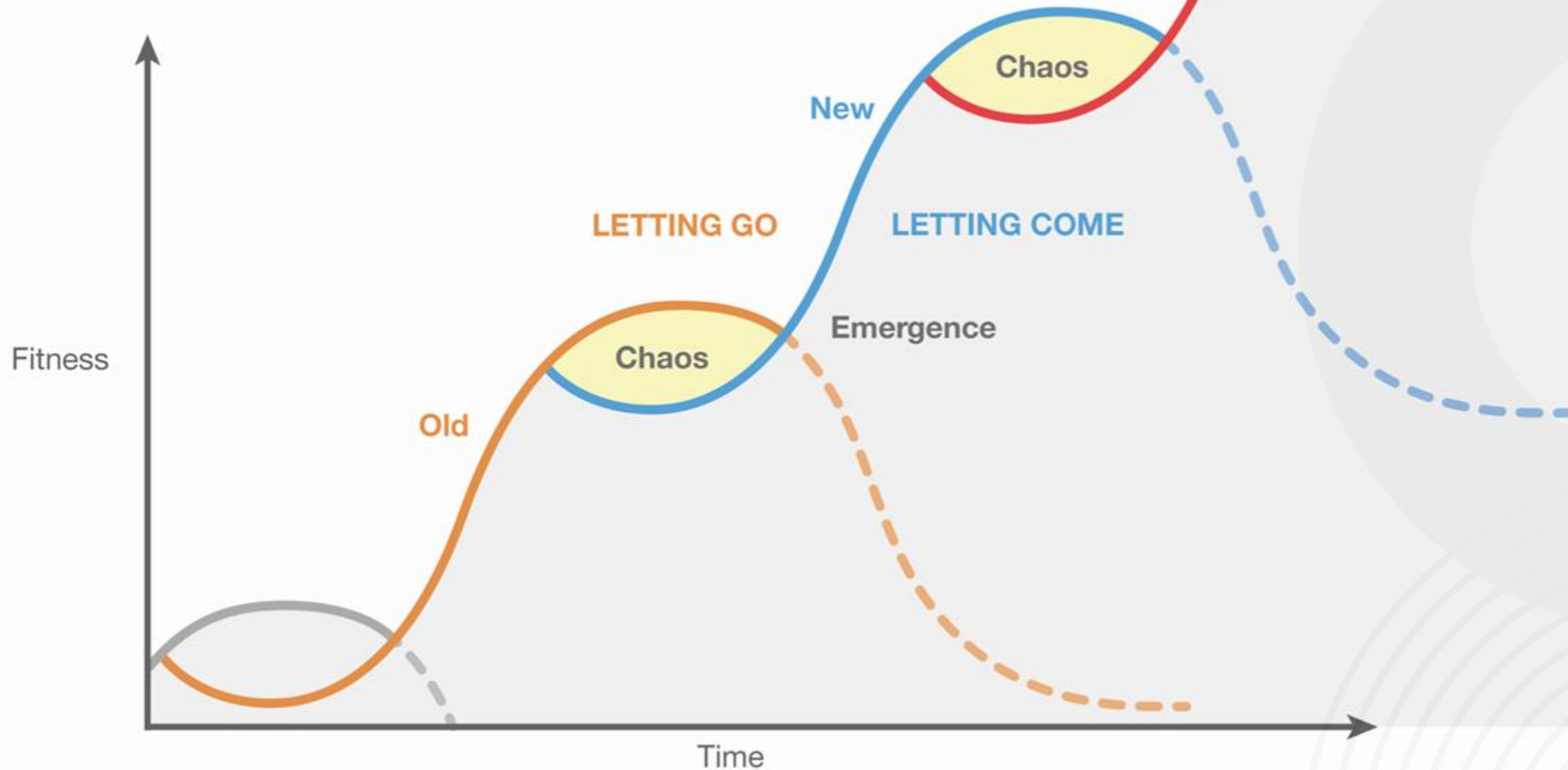
COMPLEXITY

The number of factors determining the development process increase significantly or become unknown.

AMBIGUITY

Information is difficult to interpret unequivocally. Past experience is not applicable to explain new processes and events.

Non-linear Change

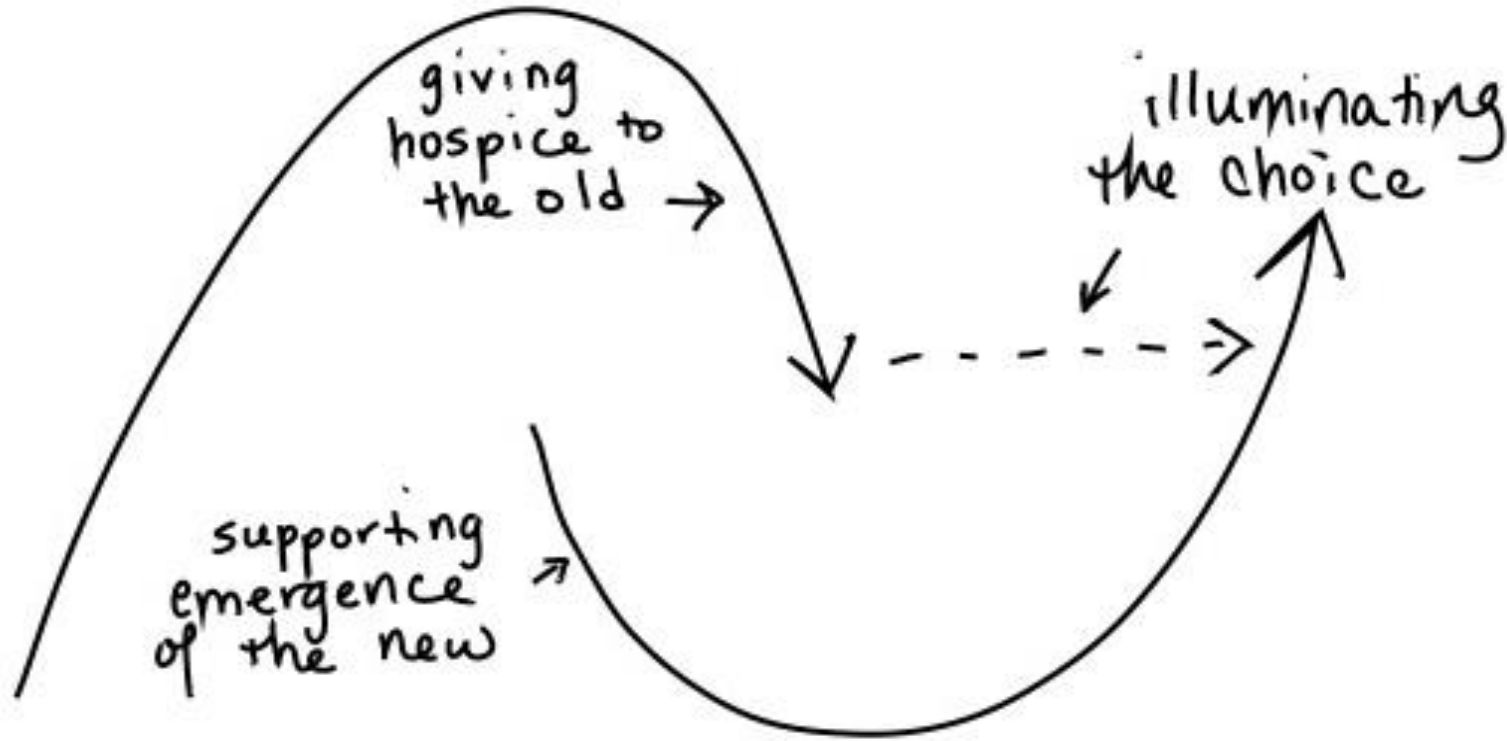


Adoption Curve

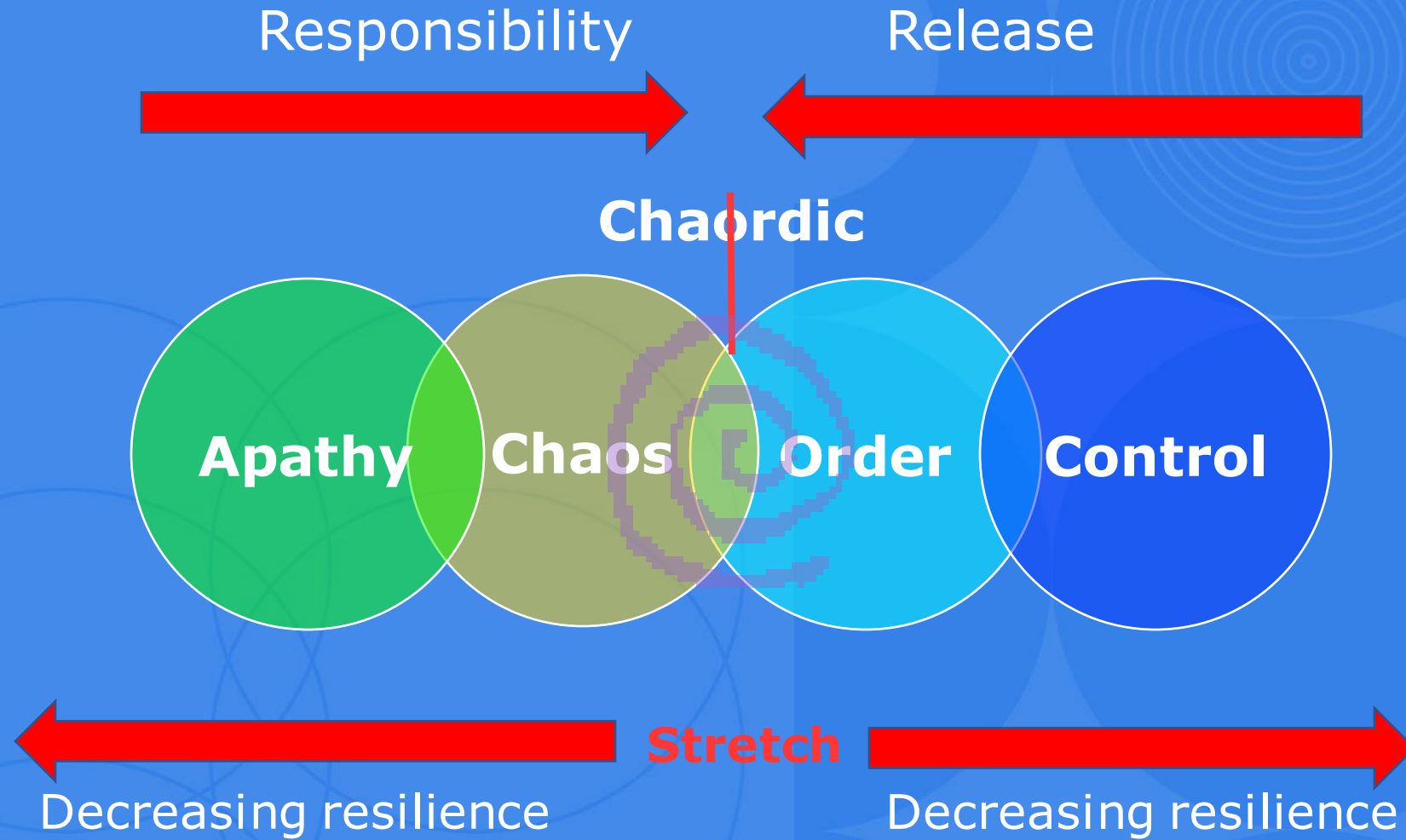


Non-linear Change

Where are you choosing to participate?



Resilient organisations operate in dynamic balance



How to organise ourselves in this context?

“Predict & Control” can work in stable contexts

- Whole system change requires “Dynamic Steering”

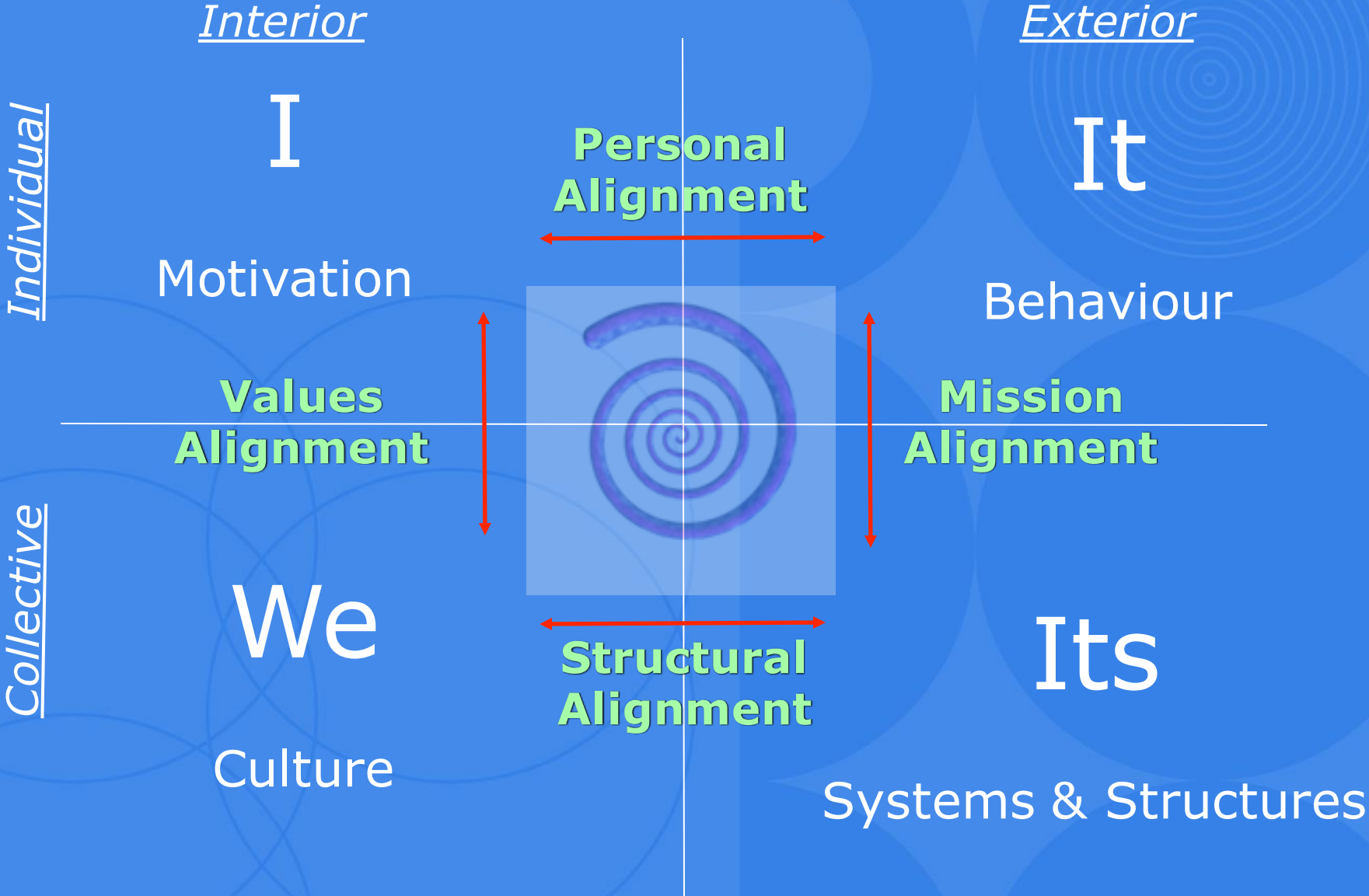
Dynamic Steering: Experiment & Adapt

- Stay present, get real data, adapt
- Hold aim in mind, steer continuously

Some Strategic Principles for the Culture Required

- What was right yesterday may not be seen as right tomorrow
- Focus on the future as more significant than the past in shaping the present
- Search for the new intelligences that appear around chaos and within crucibles
- Identify the superordinate goals that transcend other priorities and agendas
- Contain destructive conflicts while respecting the essential cycles of change

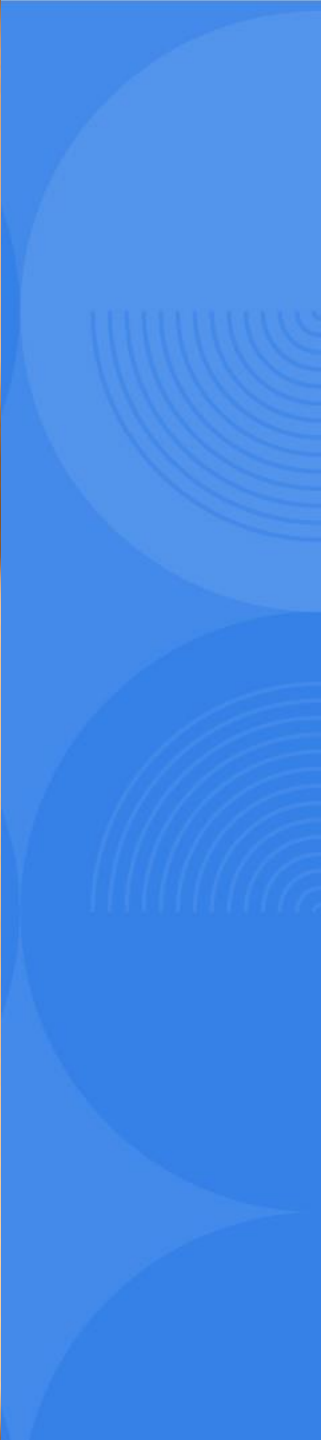
These times require Integral Fit-ness



From Ken Wilber, *A Theory of Everything*

What does this
change ask of
us as people?

12 Competencies for Transformative Leadership



Adaptivity

Taking feedback and responding
Holding Integrity



2

Centredness

Sitting in the chaos
Letting go
Letting come



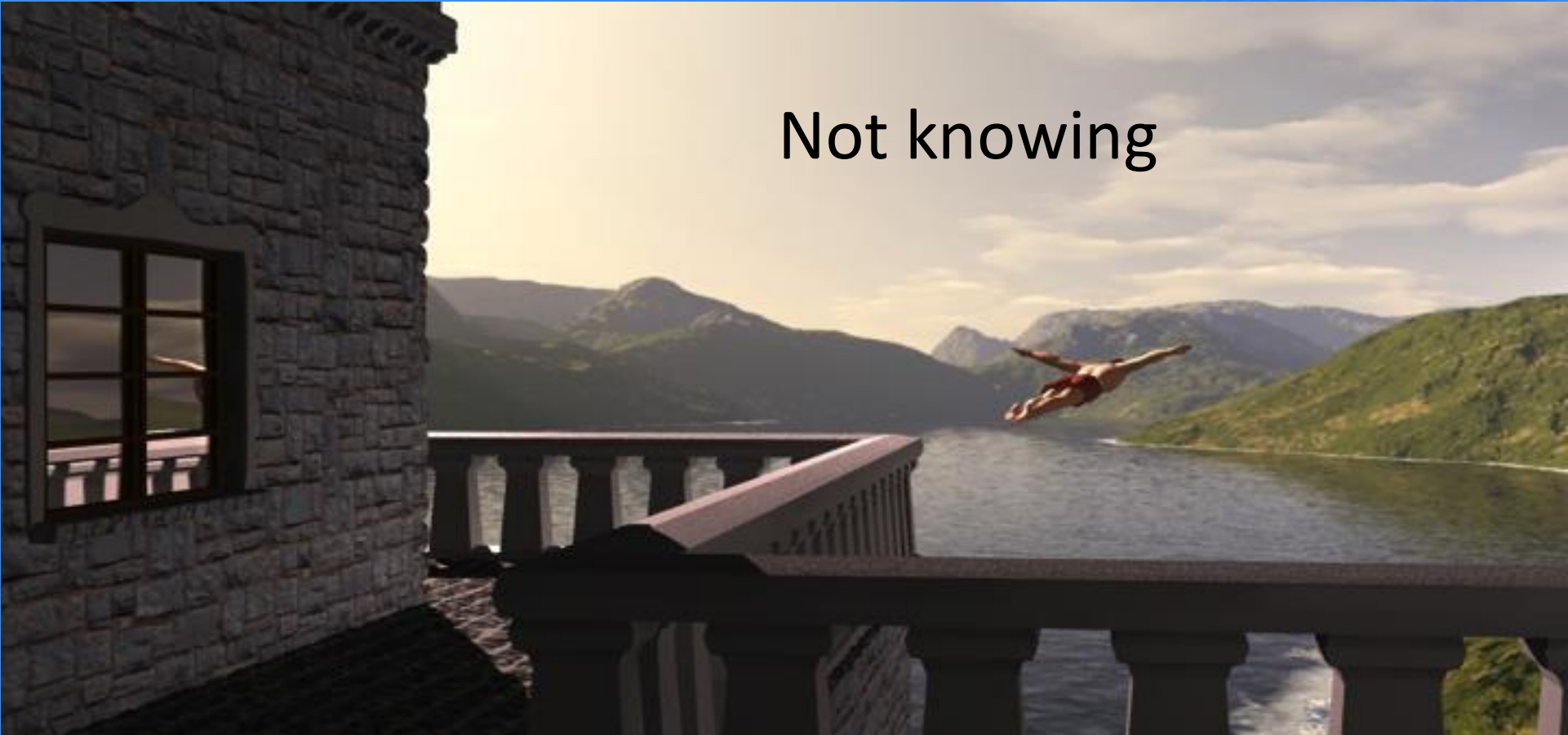
3



Letting go

Letting go of what no longer works

4



Not knowing

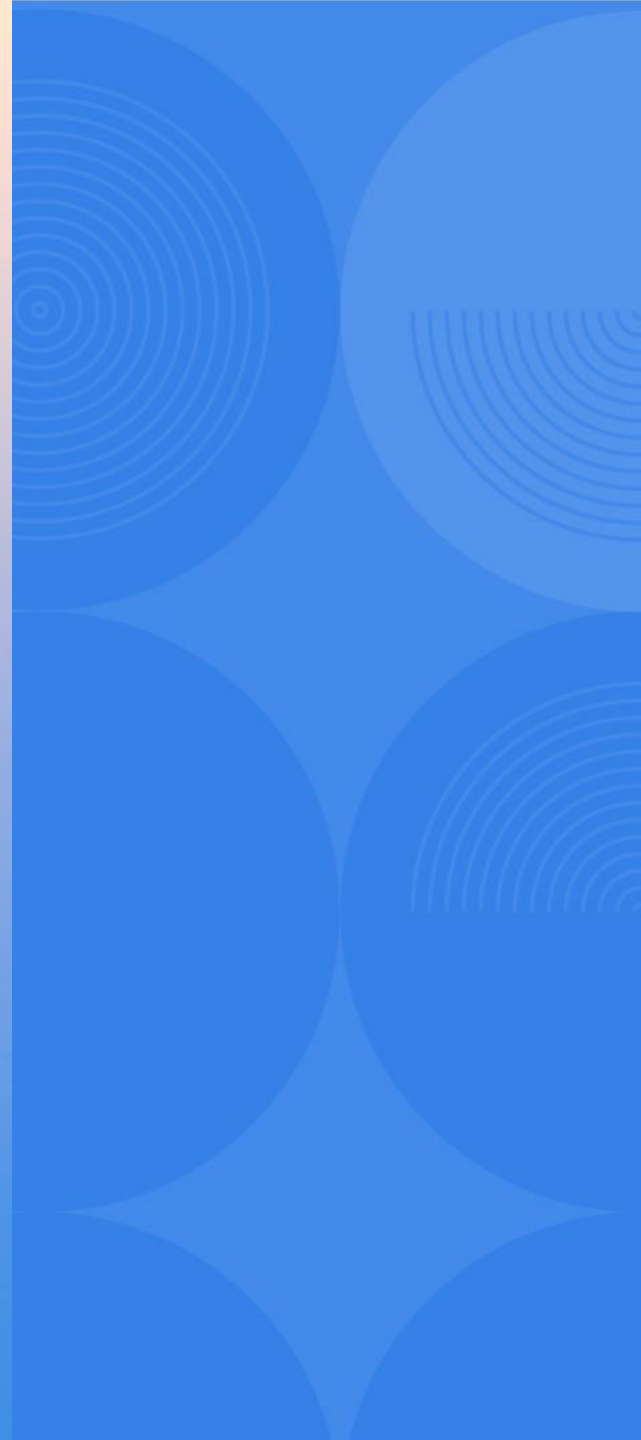
“One is not afraid of the unknown but of losing the known.
The known is memory and to that memory the mind clings.”

J. Krishnamurti

5

Sensing
patterns in the
confusion

Seeing
simplicity
beyond
complexity





Seeking out diversity



Emergence

Sensing the
emergent
future and
giving it
attention

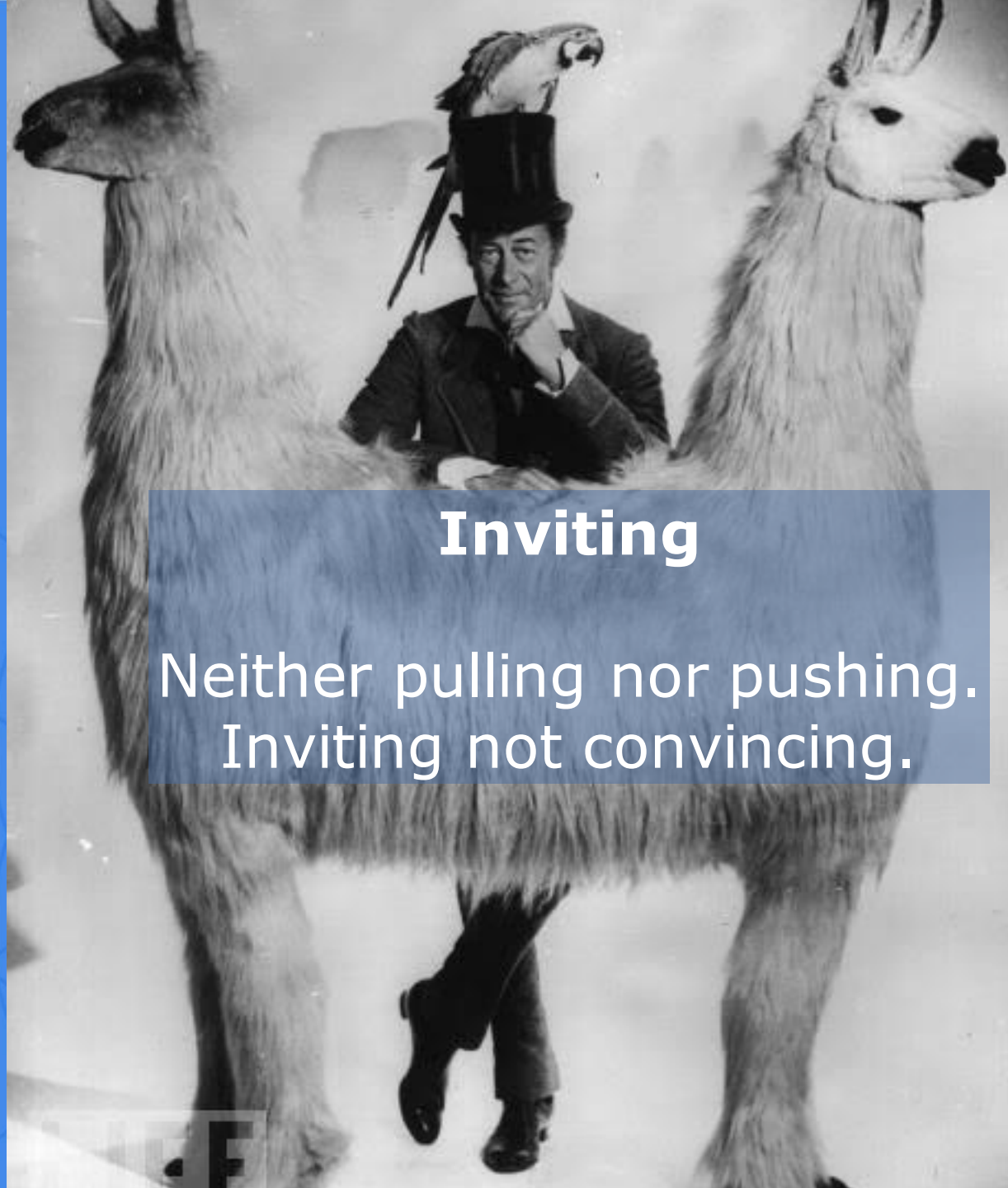


8

Experimenting

Boldness
Courage
Intention





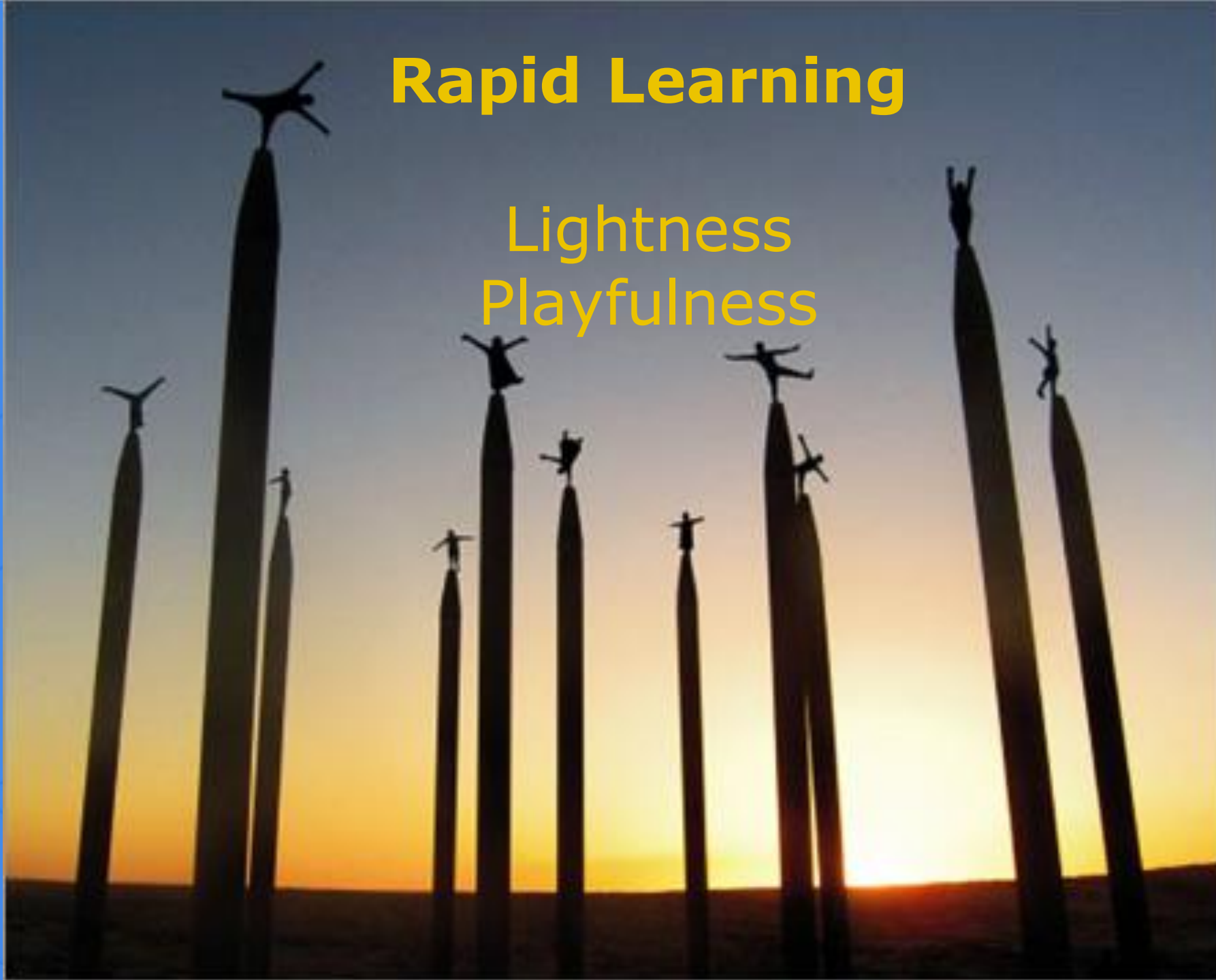
Inviting

Neither pulling nor pushing.
Inviting not convincing.

10

Rapid Learning

Lightness
Playfulness



11

Care

Vitality



12

Feeling

Non-Attachment
Deep Feeling



12 Competencies for Transformative Leadership

Competence	Description
Adaptivity	Processing feedback openly and speedily
Centeredness	Holding your own center in uncertainty
Letting go	Letting go of old ways when they no longer serve
Not Knowing	Accepting that you cannot fully know how things will play out and that you cannot fully control the outcome
Pattern-sensing	Identifying patterns in the apparent chaos
Diversity-seeking	Seeking out and including diverse perspectives
Emergence	Creating space for new things to emerge
Experimenting	Taking a step into the unknown and trusting that others will find you there
Inviting	Inviting those who are ready to join you in the new ways
Rapid Learning	Holding your beliefs and actions lightly while iterating in rapid learning cycles
Care	Looking after yourself and others in a stressful environment
Feeling	Staying in touch with your and other people's feelings about what is happening

Are you ready?

Are you ready?
To let go of this
20,000 year eddy,
which we know is just an undertow.
We be tuning into
The Real Flow
Here Now
You can't compute
The impact of
this Somalia Health System
institute.
It's like taking off
The Mute
On the voice of life,
Stepping onto the
Edge of the knife
A slice
Of how humans might be.

Can you see
What we have done?
Can you see
What we have begun?

This the form
Which holds the storm.
We feel the creature of
Learning
Burning
Invite the world in
It ain't no sin
She is turning at
40000 miles an hour,
That's a fact.
That's power.

The big bang,
rang,
sang,
Echoing on to the mount
A blast from the past
At last!

Too much to count
The years of evolution
The earth, the human
Sufferin' and compassion
We're boomin'!
That's a fusion
Of chaos and confusion
Away from the illusion
Of wealth,
Our revolution
is coming with stealth ...

Can you see what we have done?
Can you see what we have begun?

Do we dare
To share

The future of how humans might be?

Do we dare to be free

Do I dare to be me?

To be fully human

To love confusion and drop the illusion?

Now we're boomin'!

Do we dare to step

Into the places we most fear?

become clear?

To find a community

True to me.

I'm not being cute
There's no parachute
We already jumped
out the plane.

Do we dare to become
Sane
Again?

This ain't about brain
This is about livin'
the future now
Yes is the answer to how.
We movin', we groovin'
But stop,
Listen to me:

Can you see
What we have done?
Can you see
What we have begun?

*My sisters and brothers
from other mothers,
We are the ones
Where the ocean
meets the shore,
We are the ones
We have been waiting for.*

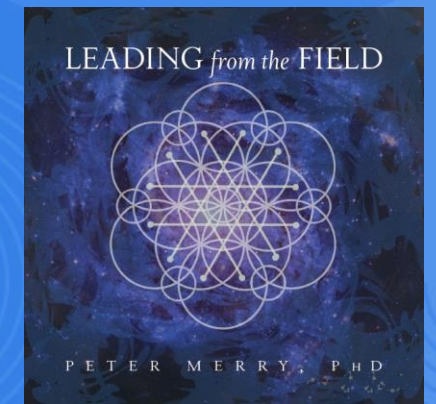
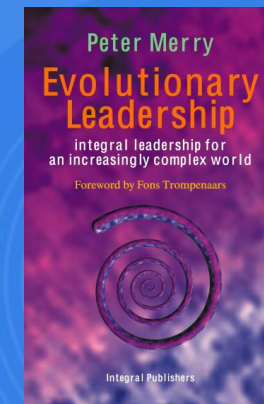
(Tim Merry)

COUNTRY LEADERSHIP PROGRAM

MODULE 5

Transformative Leadership

With Professor Dr Peter Merry

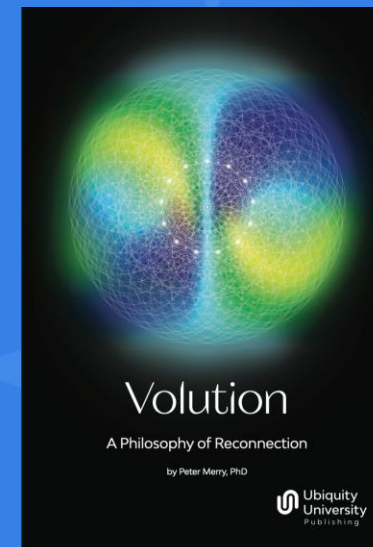
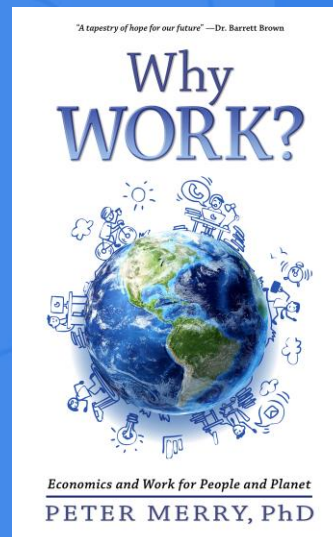
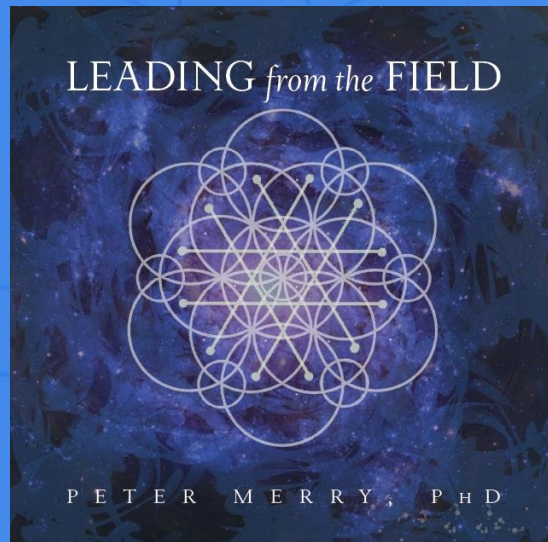
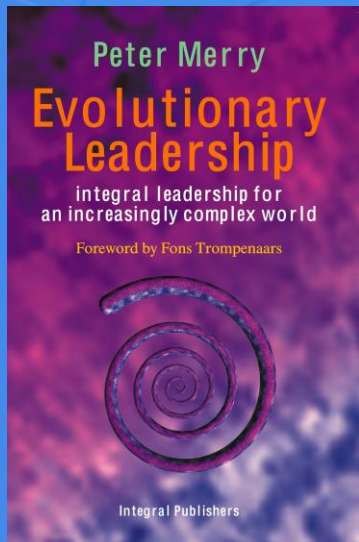


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For more information on Peter Merry's approach to Transformative Leadership, see:

- The online course Transformational Leadership, Strategy and Governance in the extra resources (<https://www.ubiquityuniversity.org/gff-country-leadership-program>)
- <https://petermerry.org>
- His books below



Tasks for the Working Groups

1. Explore which of the Transformative Leadership competencies you feel are the most important ones for you personally to develop further (pg. 28)
2. Discuss which of the Transformative Leadership competencies you feel are most important for this healthcare system as a whole
3. Check if your Impact Points v1 take into account all four quadrants from the Integral model
4. Review your Impact Points against the 3 criteria on pg. 28